

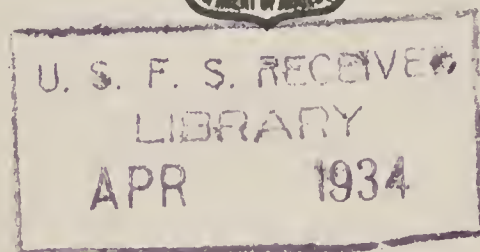
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EXECUTIVE AND PERSONNEL
MANAGEMENT
ON THE
NATIONAL FORESTS



A MEDIUM FOR THE EXCHANGE OF IDEAS AND
EXPERIENCES BY OPERATING EXECUTIVES
FOR THE BETTERMENT OF THE
SERVICE

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WHO WANTS TO LIVE IN THE PAST?

by

R. F. HAMMATT

Hutchinson is responsible for this query. Because of his "Analysing Public Relations" published in the March (1933) issue of Keplinger's "Executive and Personnel Management."

Not because "Hutch" lives in the past. Far from it. He lives, as we all know, in California. And if any place is "present" (or "future") rather than "past," it's the Golden State.

The real reason his article is responsible is that it made me think, which is a serious responsibility for him, and a difficult process for me. I admit it. Partly because there's always so many things to do. *Right now*. And partly because it satisfies the ego *more to do* those immediate things than it does to plan so that there is time for constructive thinking.

An alibi? I'll admit that, too. But a Sunday and Labor Day, which the Secretary has said shall be work-less and conference-less, leaves me no alternative!

Hutchinson says the Forest Service has been successful through
"the simple doing of every-day jobs . . ."

Evan Kelley expressed what I take to be much the same idea when he told me, not long ago, that in his opinion it was efficiency in organization, administration, and execution that had won, and would keep, the respect of the thinking public for the Forest Service.

Both statements are true, of course. Without the every-day jobs well done; without efficient and businesslike organization, administration and execution, the Service never would have had the reputation, the trust, or the respect it long has enjoyed: could never have accomplished what it *has* accomplished for forestry.

Turning once more to Hutchinson, I notice he calls this "simple doing" the
"most important and successful Public Relations campaign the
Forest Service has ever undertaken."

Isn't he covering *too* much territory? Even for a Californian?

What was it that gave us the *opportunity* to do those "simple, every-day jobs"? What was it that brought the Forest Service into existence?

Wasn't it the conviction—firmly implanted in minds that counted—that *what those jobs stood for* (not the jobs themselves, mind you) was essential for national well-being? Wasn't it this same conviction—skillfully, unselfishly, convincingly "sold" until it became widely accepted—that gave us the *chance* to show our much-vaunted skill in organization and accomplishment?

Wasn't *that*, rather than "the doing of simple, every-day jobs," the most important and successful Public Relations campaign the Forest Service has ever undertaken?

I believe so. And in holding that belief I'm not belittling the every-day jobs

already done. Nor those which remain to be done. We couldn't have "gotten by," even, without them. And we'll continue to do them: as superlatively well as they can be done.

But are *they* our big objectives? Are *they* the "raison d'être" of our being? Will *they*, in and of themselves, solve the forestry problem in these United States? Or are they—like the lectures, slides and publicity which Hutchinson mentions—only accessories to the *real* job?

We know we've done a fine job of organization, of business management, of all the thousands of things which Hutchinson has in mind when he speaks of the "simple doing of every-day jobs."

What of it? Are we the *only* organization, in or out of Federal service, which has done, or could do, these things? Weren't they *expected* of us?

We came through, of course. It's a habit the Forest Service has. A habit that makes us proud to "belong." But shouldn't we, by this time, be able to take such jobs in our stride?

Can we really live in the past? I don't mean *exist*. There's a difference. And in that difference lies, perhaps, failure or success for forestry in the United States. And for the Forest Service as well.

Today, forestry, as all else, is passing through a period of change: a period which Dr. Whitehead (Harvard) described, some two years ago, as "a fluid, shifting, situation." In any such period the majority lags behind the leaders. It's easy, and generally safe, to follow the majority. But it's so much more fun—so much more worthwhile—to be a leader!

It has been said that Management (with a capital M) in any organization is responsible for that which is done, and the manner of its doing, within the organization.

That's a grave responsibility. One the Forest Service management successfully has met in the past. And now it has the opportunity again to assume leadership in the accomplishment of its major objective.

Not what are now minor ones. Not business administration with its consolidations, reductions in overhead, increases in individual and organization output. Not low costs and big mileage of roads, trails and the like. Not the effort, even, that strives for organization efficiency by early retirement of personnel which lacks maximum physical prowess. For these are, after all, new accessories: the every-day jobs which must now be "taken in stride" if our management is to redeem its major responsibility: to find the time, thought and effort for accomplishment of the larger, the more vital, objective.

The objective ("A National Plan for American Forestry") is clearly defined. And the very act of definition was, in itself, constructive leadership: recognition by management of its opportunities and responsibilities. But there faces the Service, now, the job of "putting over" that objective: of translating thought into action, both within its own organization and without. Else previous leadership will have been futile.

This, in itself, is a Public Relations job: one to challenge ingenuity, resourcefulness, courage. One to require vision, the crusader spirit, the will to win in "rank and file" as well as in "management."

In the doing of this job, readjustments may be necessary. Priorities may need revision. Things emphasized for years may have to be taken more as matters of course. But do any of us believe our Service is not sufficiently resilient, adaptable and resourceful to make the necessary adjustments? To anticipate and provide for them?

Particularly now, when the need, the opportunity, the knowledge are here? *Now*, when we can, if we will, be truly responsible for *conceiving* the job as well as *doing* it: when we can be leaders instead of mere followers?

Is there one of us who believes *his* Service will fail to try or trying, will fail? If so, that person is content, indeed, to live in the past.



FORM 874-15a, TIME REPORTS

by

GROVER C. HOUGHAM

Executive Assistant, Roosevelt Forest

Following is a draft of a proposed amendment of a part of the time report used on fires. Below it is a draft of a scale of hours and wages for use in connection with such time report, a modification and amplification of form 38-R. 5, Horton's Table for Fire Time.

The numbered columns should of course be of the same width on both, and the report form would necessarily be larger than the one now in use.

I claim the following advantages for these two forms: by substituting direct reading of total hours worked and total wages earned for each day for mathematical computations, they afford rapidity and accuracy; the horizontal lines to indicate time on duty are more quickly made than the figures with "a" and "p," and render errors less likely; and the report form gives a graphic picture of the duty periods for each day more quickly discerned than from figures. These advantages obtain both in the preparation of the reports in the field and in checking them in the Supervisor's office. I have made use of the device in checking time slips prepared on the form in present use.

It is suggested that before passing final judgment the reader cut off the scale just above the figures 0 to 24 and use it in determining the total hours and amounts for each day shown on the report form.

(Only the block for showing time on and off shift is given.)

SUGGESTED SCALE FOR USE IN TOTALING TIME AND
DETERMINING AMOUNT FOR LAST COLUMN ABOVE

0			
1	.45	.40	.30
2	.90	.80	.60
3	1.35	1.20	.90
4	1.80	1.60	1.20
5	2.25	2.00	1.50
6	2.70	2.40	1.80
7	3.15	2.80	2.10
8	3.60	3.20	2.40
9	4.05	3.60	2.70
10	4.50	4.00	3.00
11	4.95	4.40	3.30
12	5.40	4.80	3.60
13	5.85	5.20	3.90
14	6.30	5.60	4.20
15	6.75	6.00	4.50
16	7.20	6.40	4.80
17	7.65	6.80	5.10
18	8.10	7.20	5.40
19	8.55	7.60	5.70
20	9.00	8.00	6.00
21	9.45	8.40	6.30
22	9.90	8.80	6.60
23	10.35	9.20	6.90
24	10.80	9.60	7.20
¼	.11	.10	.07
½	.22	.20	.15
¾	.33	.30	.22

Place the column 0 of scale on column 5 (afternoon) on the time report where first broken line begins, Sept. 19. Column 7 on the scale will then fall on column 12 on time report, indicating 7 hours worked that calendar day. Then place 0 of scale on *first* column 12 for Sept. 20. Column 14 of scale then falls on column 2 of report where broken line ends. Shift column 14 of scale to

column 5 (afternoon) of time report, where broken line again begins. Column 21 on scale then falls on column 12 (extreme right) on time report, indicating 21 hours' work on that date, Sept. 20.

For Sept. 21, as for Sept. 19, only one duty period is shown, but in addition fractions of hours are involved. The figure 45 at the beginning of the line indicates that the shift on that date began at 6:45 a. m.; and the figure 15 at end of same line indicates that the shift terminated at 5:15 p. m., showing one-quarter of an hour's work on each end of the shift. These fractions have to be added to reading on the scale, because the hour unit is the smallest it is practicable to indicate by a horizontal line without having the time report form too large.

The figures from 0 to 24 should appear as near to the upper edge of the scale as possible, for convenience in reading when the scale is superimposed on the duty lines on the report.

At the time the number of hours worked each calendar day is determined by direct reading upon the scale, the amount earned for that number of hours can also be read direct from the scale.

An additional scale, covering hours from 25 to 100, inclusive, would facilitate determining the amount earned for the total hours for all calendar days on the fire. In the example given it is $40\frac{1}{2}$ hours.

REVIEWS

Management's Responsibilities: By William J. Graham, Vice-President, The Equitable Life Assurance Society. Presented at a Public Relations Conference at Niagara Falls in February, 1931.

It is trite to say that every enterprise dealing with the public needs the support of the public. It may not be recognized by some that it is equally trite to say that many enterprises deserving the support of the public do not receive public support. In the main the man or cause receives support only as the rightness of the cause is made manifest. Of this process, what we now call Public Relations is the essence.

Every right enterprise can be forwarded by being understood. The time to be understood is all the time. It will not suffice to wait until misunderstandings force you into an effort toward imparting better information. The organization not in a position to make its dealings public has something to correct within.

Probably few businesses, or trades or enterprises in general, have the right public relations at this time, in the sense that the public, through understanding, has removed restrictions, passed legislation or whatever is necessary to make the enterprise best serve the needs of the public. Right relationships in the sense first of being right and second, in the sense of being known to be right are important, and the two are entirely distinct.

For example take the railroads: These great enterprises, so necessary to the public welfare, because of a few cases of gross manipulation and mismanagement, have been badly mistreated. Conditions are better now due to better public understanding brought about by able men in railroad administration appealing directly to the man in the street.

Life insurance is probably now the best advertised and most publicly acclaimed big business in the country. Twenty-five years ago this was not so. At that time it was being assailed with destructive fury. It received little or no public support even from its real owners, the policyholders. Yet it was essentially sound and had maintained its integrity in every guarantee in every contract. But some of its members had made huge personal profits from controlling syndicate purchases of life insurance securities. These faults received publicity out of all proportion, while the real public service of insurance was little understood. This resulted in the insurance investigation, which was a good thing for both the companies and the public. For the companies it nipped a number of minor abuses before they had time to develop, and for the public it was a nation-wide course in business education that extended beyond just insurance. Life insurance, while guilty enough, was by no means the only guilty corporation.

Insurance learned that the public had to be taught if it was to get the benefits from insurance that it should, and also that it must be taught as a protection to the companies against the "legislative blackmailer" and other

chiselers. Here, too, is involved the correct interpretation of the business by its business representatives—the insurance agents. These men had to be trained—educated—both in the business and in public relations. These agents represented the companies to the public. The companies were, therefore, responsible to the public for their business ethics and their personal and professional conduct. The public could not be expected to work these things out for themselves; the companies had a responsibility to the public for seeing to it that the public received the right sort of instructions. If the public is misinformed or uninformed Life Insurance has to that extent fallen down on its job.

While great progress has been made since those old investigation days; while, as said before, insurance is publicized and advertised, it still needs better public relations. Possibly every other big enterprise does also. Also, a right public understanding of the quality and the public usefulness of the articles presented to the public, sold to the public, is more than a matter of advertising or of a broad publicity concurrent with advertising. It is a matter of public concern. At times it is legitimate news. And, on the subject of news, let us remember that the publicity seeker—the advertising spacegrabber—is no public relations adjunct to any enterprise. Management has a direct responsibility to its stockholders and to its employees, but production is now reaching a point where sound public relationships demand from the producer a decent regard for the public good.

Moreover, management may be called upon by the public for a service not demanded in the interest of the stockholders or in the interest of employees. It is this—to devise ways and means of making life generally more pleasurable and certainly more tolerable by organizing a system that will keep all employables at work for reasonable hours, under reasonable conditions. It must ultimately be accepted as the duty of management not only to produce services and articles of the best and made known as the best but to plan ahead to eliminate the business distress now so evident in economic maladjustments.

* * * * *

In the above brief of Mr. Graham's paper I have tried to follow closely his thought, using in several places his exact words. I hope I have not contracted it to the extent of obscuring his meaning. To me this is a remarkable paper both for the broadness of its conception of the function of public relations and for the apparent foreseeing of developments which are only now, after two and a half years, in process.

It is also interesting to me to read this paper in connection with Hammatt's. That is one reason why I reviewed it at this time. Both say, but in different ways, that any enterprise should furnish to the public the best possible service or goods, but that in doing so it does not fulfill its responsibility. It is also responsible for maintaining an informed public understanding of the service performed. In the past the obligation has ended there. But Graham says that now there is the added responsibility for helping to create a better, at least a "more tolerable" world in which to live. Hammatt calls it an "opportunity" to help in bringing about the new order. Graham anticipates a change;

Hammatt recognizes it as being upon us.

Hammatt quotes Dr. Whitehead as saying that the public mind is ready to accept change. Since that statement was made the drift of events has proven its correctness. Changes are in progress. Without going into affairs in general, just think of some of the major happenings in our own line—in forestry. Within the year we have had the Timber Conservation Board's report, the ECW, the Lumber Code, the creation of a strong Forestry Division in the Tennessee Valley Authority, and the development and publication of "A National Plan for American Forestry." Any one of these things alone would have been big progress only a few years ago. And things are now just getting under way. Where are we going? Does the public realize what is happening?

Mr. Graham tells us in his paper that directing, leading and educating public opinion is a part of our responsibility. The public cannot be expected to figure out for itself, that is, technical things such as forestry, nor can it be expected to read the right thing just because the right thing has been published. It takes a continuing effort to educate the public.

To meet this problem in the insurance field we are told that the companies first undertook to educate their agents, the greatest body of men who contacted the public. If the agents knew insurance, knew its policies and lived up to its ethics, they felt sure the public would get more and understand it better than they would from instruction by a few leaders, however capable.

In trying to apply this to our own organization I run into conflicting ideas that are hard to harmonize. Just whose responsibility is it to keep the rest of us informed? Generally we say that is the duty of Management. But how? I remember two years ago I told the Forester that most of us in the field did not know the real objectives of the Service, that is, where he is taking us. He told me I did not know what I was talking about, and referred me to his annual report. I read it. At the same time I couldn't help wondering how many others there were in the Service that had not. Management should keep us informed, but how much effort should we exert to keep ourselves informed? What is our individual responsibility? In other words, just what is this "National Plan"? What are its chief provisions? Do we all know?

This is the third "lesson" I have published on PR. None have been adequately discussed, and I'm not going to ask you to discuss them now. You are all too busy. But in these days of change if we wait too long, may not the opportunity pass us by?—P. K.

* * * * *

Branch Office Economies: By R. C. Baker, General Office Manager, Colgate-Palmolive-Peet Company. Published by the American Management Association.

In discussing the subject of branch office economics, which is of such vital portent today, the experience of the author, as expressed, are combined with those of a number of executives in similar positions in national and interna-

tional organizations operating in this country.

In considering this subject, we must, for clarity of discussion, segregate in classes offices performing the same kind of work. Most large organizations have what they refer to as districts, divisional or regional territorial sales offices, and in addition have billing, accounting or collection offices.

Let us consider the branch sales office. Large organizations have different methods of approaching a given subject and accomplishing desired results, but in the main branch sales offices are offices supervised by a sales manager, and operating out of that office are a certain number of salesmen covering a small or large area of territory.

Previous to 1930 we learned that if a man tried and proven to be an excellent salesman or real sales executive was assigned to a certain area, he would concentrate in that area with his sales force and invariably show increased sales due to this concentrated effort, provided, of course, the sales potentialities were there. This thought bred the branch sales office.

After the home office executives had decided to create a new sales district or area under the supervision of a sales manager, the next thought and action was that it was necessary that a sales office be opened in approximately the geographical center of the area, in the largest town near that center.

That is where we entered into our first item of overhead expense in the period of 1921 to 1932, and in some instances up to the present time. It was necessary first, that this sales manager have office space. Naturally the sales manager and the company desired office space that would be commensurate and reflect the well-being of the entire organization, so there would be selected one of the more prominent office buildings in that city, at a rent of from \$50 to \$100 a month. In most instances it was closer to \$100.

The next item of expense was a stenographer or secretary for the sales manager. Her salary ran from \$100 to \$140 per month. This salary may seem high, yet in those days it was proper pay for this young lady because it was incumbent upon the manager to contact his salesmen several days in the week, which would necessitate his being on the road, and the secretary would really represent the company in that town and area during the time the sales manager was away; so naturally a high-grade person had to be employed for this work.

The next expense would be either the purchase of office equipment locally or having it sent from the larger office. Certain other expenses would be incurred, such as purchases of typewriters and duplicating machines, telephone service, towel and janitor service.

After the office was started, the sales manager would immediately start concentrating his efforts in the area that had been assigned him, toward building up sales, and his time spent on this class of work was indeed very valuable to his organization. However, on the other hand, when he would return to the office, instead of acting in his former capacity of salesman, interested in sales

subjects, a large portion of his time he would be burdened with office details which would have been held for his decision, which in no way assisted him in producing sales. This detracted from his sales activities for which he was best qualified, and caused him to enter into operating work which was neither productive to the company nor of particular benefit to himself.

Assuming these to be facts, we now have established fixed charges for sales office rent, salary to stenographer, depreciation on furniture and fixtures, telephone and towel and janitor service, of not less than, conservatively, \$300 per month. This was the cost for one branch sales office only. By multiplying this cost by the number of branch sales offices of a national organization it can be readily seen this cost would run into large figures.

We must remember that these charges are the fixed charges; in addition to these we must add cost of small runs of printed matter that had to be made for that individual office, small office purchases made at a much higher cost than if purchased in bulk by the home office.

Also, the cost of supervision from the home office of that office personnel, the cost thrown on the home office of replenishing petty cash funds, seeing that that office at all times had sufficient equipment, requests for increases in salary that must be considered, dismissal of one employee and replacing that employee by a new one—all of this expense is brought about by the establishment of the branch sales office.

Was this expense really necessary? How can we reduce this expense and continue to operate properly? Judging from the general action taken by large companies during the period of 1921 to 1932, branch offices were deemed necessary when there was assigned a given area or territory to one sales manager at the time of creation of a new sales district. In other words, it was the impression that sales could not be increased in a certain area unless we decentralized from a larger office, transferred all records pertaining to a certain area to a smaller new office in the new area and permitted the new sales manager to operate as a separate unit.

At that time this evidently was the proper plan because our sales increased in wonderful proportion to what they had been in that territory, before starting new sales districts. It was difficult to state with any degree of accuracy that this increase in sales was due to anything other than the concentrated action of this sales manager and the attendant sales office with its attendant expense was part of this action. This organization line-up presented a beautiful picture, and the expense of these offices was apparently justified, particularly when sales and profits were larger and ever on the increase.

After 1930, the picture changed. Sales were not increasing and profits were not as great, and something had to be done. After discussing this subject with a number of companies, it seems that the following action was recommended, and in a great number of cases acted upon, with very successful results:

It was decided to create a regional or divisional sales office which would handle all of the office records for five, six, or more of these various districts

or territorial sales offices, and close the various district offices. All the records from each of these various districts or territorial sales offices were sent into the one consolidated regional sales office, under the supervision of a regional sales manager.

In this manner the overhead of the territorial sales offices was eliminated with the possible exception of clerks' salaries; but in no instance did it require as many clerks to perform the work in the regional office as one unit controlling the various smaller units, when compared with the total number of clerks in the individual smaller offices.

This procedure also relieved the district or territorial sales manager of performing duties that were primarily office duties. The time he formerly spent on office work could then be used exclusively on sales work. It was accomplished by centralization of sales office record work.

Of course, all district or territorial offices could not be closed. However, a large percentage of these sales offices could be and were closed. The deciding factor here, as always, was—potential sales, necessity for office representation based on population and strength of the product in that market. In taking this action, no loss of sales, if there should be a loss of sales, can be attributed to this centralization of office work, and a saving of considerable proportions is obtained.

* * * * *

In choosing the above article I thought it might have some bearing on the subject proposed for discussion in this number. In some ways the two cases are similar. The ranger, like the sales manager, is the territorial representative of his organization in the district. We in the past have felt that the ranger should have an office in his district, and preferably in the most important town or community. In the case given, it was felt that because of the developments in transportation the ranger might be removed some little distance (in miles) from his district without impairing his efficiency, and at considerable economy.

So far the two cases seem to parallel. Beyond this they differ somewhat, but are still in a way analogous. The ranger had his own office but no clerk. He had also storehouses, barns, equipment. In the fire season he had an "alternate" or a "headquarters guard" or an assistant who helped on the office work. In both cases there was work created by the mere fact that there was an office. It had to be run and maintained and inspected and its work supervised. In the salesman case one saving was in fewer clerks. In the ranger case it might be desirable to furnish clerical help when the offices are segregated. This was not in the plan in so far as I know. In the industrial case we are told that there was a very decided saving in office expense and a gain in active field time. In the ranger case—well, that is for you to consider. Will there be a saving or will there be any increased opportunity to get into the field? Is it good business for us to segregate our field offices?—P. K.

Planning in the Tennessee Valley: By Arthur E. Morgan, Chairman of the Board of the Tennessee Valley Authority. Published in the September number of Current History.

This is not a brief of Dr. Morgan's article, but a few comments on some phases of it that are of particular interest to foresters. The Tennessee Valley Authority is conducting an experiment in social and industrial planning, and since land conservation and use is one of the most, possibly the most important factor with which it is concerned, and since forestry is to play a very important part in land conservation, foresters should follow the experiment closely. The type of forestry here developed may have a very important bearing on the future forest practice of the Nation. For as the President said, "If we are successful here we can march on, step by step, in a like development of other great natural territorial units within our borders."

The statement of land conditions in the valley is not new to foresters, although Morgan puts it possibly a bit stronger than we have. He says that if present practices are continued "the Tennessee River drainage area can never be the site of a permanent civilization; it will become a region of barren hills, with a scattered population living in poverty and squalor." Not only will the land be destroyed; the great potential power possibilities will go with the land. The clearing of the land, followed by wrong methods of cultivation, encourages erosion. The top soil, which has been built up over a long period of time, is soon washed away. Areas so devastated must go back to forest; you know the argument. It is not new.

Dr. Morgan says, "A new principle should be introduced into land ownership. A farmer is not the absolute owner of his land. He occupies it during his lifetime and then passes it on to another generation. He is under a moral obligation not to waste that heritage. He should not receive fertile lands from his father, and pass on barren, gullied hillsides to his son. If a farmer is rendering his land worthless he should be required to reduce his acreage to the amount he can properly care for." This argument also is an old one to foresters. We have preached for a generation against exploitation and devastation. We, too, have said that the individual should not be allowed to destroy, that he had an obligation to society not to devastate its resources. Possibly the Authority can convince the farmer or, if not, require him to do what he should do.

But what about this "obligation" of the individual? Is there such an obligation in reality? That there should be I agree, but that there is I doubt. Mr. Morgan says that a "new principle" must be introduced into land ownership. Is not this obligation the new principle he would introduce?

"A farmer is not the absolute owner of his land." Just what is ownership anyhow? The idea most commonly held and most easily understood is the "contract theory" of ownership. According to this theory, ownership is a contract between the individual and society. Society grants the individual certain rights in the land; in return the individual assumes certain obligations. The rights and obligations are in part law and in part custom. The chief obligation is that

of paying taxes. The rights, in America, established by custom have included the right to exploit. If the Tennessee Valley Authority can change this, the experiment will have been justified. And possibly the present method, which recognizes first some of the obligations of society, is the best first step toward restricting the unsocial rights of the individual. Anyhow, "lands completely ruined for farming can be planted to forests. The growth of new trees stops erosion, and slowly a new fertility is created. In the meantime a profitable tree crop is springing up." One duty is to "promote good forestry methods."

But of course forestry is only a part. Power will be developed. Cheap fertilizers will be produced. New industries will be created and correlated with agriculture. But industry is not an end in itself. The welfare of the people seems to be the chief concern. The whole thing seems to center in an educational experiment. The construction of the Cave Creek dam is to be a school wherein the pupils build the dam—three days school and three days work, or something like that. The people are to be trained, not only trained as skilled workers but as skilled citizens as well. They will be trained to produce without becoming the slaves of production. "Every isolated valley can become the home of some kind of excellence peculiar to itself." Small industries, based on intelligence, individual taste and skill, will be preferred to mass production. The people will retain their culture, their love of the outdoors, and a certain amount of leisureliness and independence which is not characteristic of an American industrial community. Factories will be introduced, but the factory will be the servant not the master. for, as Dr. Morgan says, "Why should factories exist if men cannot escape from them when dogwood is in bloom and the bass are biting good?"—P. K.

Handbook of Personnel Management and Procedure: By Paul P. Pitchlynn.
Published by Region Five, U. S. Forest Service.

Nearly a year ago I mentioned this publication and suggested that you read it. Many of you did not. Possibly you were discouraged by the title "Handbook." As a matter of fact, "handbook" does not give one much idea as to what the pamphlet contains. It is more than a handbook; it is in reality a treatise on "industrial relations," or to be more specific, on human relations within our own organization. It discusses the foundations of personnel administration and popularizes and humanizes personnel regulations. The bare framework of personnel requirements, if not viewed understandingly, may seem like a police system—a method of enforcing requirements and eliminating the weak. In reality just the opposite is true—and should be. In its modern conception, personnel management aims to build and strengthen men, to give them broader, more useful lives and more satisfactory relationships with their work and with their fellow workers.

The pamphlet does not cover the entire field. It is "Part I." It includes chapters on "Leadership," "Morale" and "Discipline." It is interesting reading. Even if you incline toward the position of Professor Laird, that the leadership traits are "rationalized," something you "would like to have but seldom get," yet you will realize that characteristics are not fixed, but that they increase

or decrease with expression or lack of it, and that the cultivation of these desirable traits is possible.

The discussion of morale you will like. It is not so "inspirational" as the treatment of leadership. It tries to get down to cases on the things that build morale and the things, or the lack of them, that tend in the other direction. Most of these are things you do or do not do, not character traits. If its view is correct, morale can be controlled. Study the lists on page 17 and see if one very important factor has not been omitted.

"Discipline is fundamentally the process of harnessing a man's every energy and capacity to the attainment of an objective." This view of discipline, not as punishment, but as one factor necessary in holding an organization together in its progress and accomplishment, is developed not as a theory but as to its application to actual Service conditions and practices. The discussion leads you right into page 40 of the Manual and explains the why of it all, as well as gives suggestions as to the how of meeting the requirements. Get a copy and see what you think of it.

Part II of this handbook has now been published. It deals with training. I have not yet read it, and possibly you have not, either. We will tell you more about it later. In the meantime look over Part I.—P. K.

SUBJECT FOR DISCUSSION

In resuming publication it is not our intention to push the discussion feature. The field men of the Service are carrying a heavy load. Many men will not want to take time for discussions. Some will, and for those we keep open the opportunity.

Then, also, I was asked several months ago to put this question up for discussion, and I am afraid to put it off any longer. It is an important question now on a number of Forests. You may be confronted with it at any time. I cannot promise you that what you say will influence Service policy, but ours is a democratic organization, and those who formulate policy are anxious that each policy be for the best permanent good of the Service. Your opinion may help.

The question is this: Is it best, considering both economy and efficiency, for ranger headquarters to be in the same town with supervisor headquarters or is it best to station rangers in community centers on their own districts preferably other than where the Supervisor is located?

The question came up something like this, as I understand it: A ranger headquarters had been for some time in a small community about thirty miles from the Supervisor's office. They had no suitable improvements, but planned to build as soon as possible. At last the allotment was received and the Supervisor was about to begin work. But recently a hard-surface auto road had been completed connecting the two towns. This brought the ranger's headquarters within 45 minutes of the Supervisor's office. Someone proposed that it would be better and cheaper not to go on with the building program, but to move the ranger. This started a discussion locally which I was asked to extend Service-wide. There was much honest difference of opinion. There are arguments on both sides. But both cannot be right except for special cases. Which, in general, is best?

There can be no doubt but what one is decidedly better than the other, but which is not easily discovered. There are important facts to consider on each side. One way of getting at it is by a careful analysis, giving proper weight (as near as one can) to each point; another is by a carefully controlled experiment; and the third is by popular vote. We can attempt the first and third but not the second.

There are a number of advantages and disadvantages that will occur to you at once. The travel time, while not what it used to be, is still an appreciable amount. The cost in time and money of maintaining a station will, in part, be saved. The ranger possibly can get clerical help and thus cut down his office time. The ranger may become more dependent on the Supervisor. The Supervisor can keep in closer touch with his rangers, and may do a better job of supervising. It will cut down overhead or it will increase overhead, etc., etc. I am not trying to take the argument away from you by mentioning the obvious things. The question is much deeper and involves fundamental organization principles. It is more important than appears on the surface. It is

volves more than just a change of headquarters. Is this move made in one Region the beginning of a Service-wide policy, and if so, how will it affect Forest administration and Forest personnel? Will the ranger job be less desirable or more so? Will more work be done or less?

Ordinarily I ask you to discuss the subject covered by our leading article. This time that is a PR subject. It needs discussion, but I'm putting that off for a later date. It and the two PR papers published last spring are of vital importance, even in ECW times. Also, PR is involved in this ranger headquarters question.

QUESTIONS

1. Is it best for the future of the Forest to keep ranger headquarters in towns or communities other than the Forest headquarters? Why?

2. In the case where the question originated three rangers out of four will be brought in to the supervisor's office. Possibly the fourth will be later, but that was not mentioned. Do numbers make any difference? That is, if it is a good thing for one, is it not also for two or any other number?

3. Please vote definitely for or against rangers at supervisor's headquarters as a general policy, recognizing that there will be exceptions to either rule. If you have no time to discuss, send in your vote anyhow.

4. If your clerks, assistants, or rangers are interested, give them a chance to vote, and to discuss also, if they like.

NOTE: During this winter we plan to discuss Game Management. Beginning probably in December that subject will be covered in as few or as many lessons as are needed. Will be glad to have suggestions from anyone in the field on any phase of the subject. When it was suggested that you had too much ECW and NIRA to have time for anything else, Mr. Rachford said that by winter you would be glad to have something else to think about.—P. K.

